

## **AGENDA ITEM #10**

November 3, 2000

To: Delta Protection Commission

From: Margit Aramburu, Executive Director

Subject: Consideration and Possible Adoption of Strategic Plan

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### **BACKGROUND:**

In 1998, the Department of Finance directed all State agencies to prepare a strategic plan by July 1, 1998 to be used as a tool for financial planning. At that time the Commission was exempted from the need to prepare a strategic plan because of its sunset date of January 1, 1999.

Department of Finance issued a Budget Letter on March 24, 2000 which states that any Budget Change Proposal must describe how the proposal is consistent with the department's strategic plan.

The Commission is taking this opportunity to undertake discussions and develop a draft strategic plan. This discussion and planning process will help the Commission clarify and refine its mission.

At the July 2000 meeting, the Commission suggested changes to the mission and vision and referred the agenda item to the Strategic Planning Subcommittee.

### **STRATEGIC PLANNING:**

Strategic planning helps an agency answer four basic questions:

Where are we now?

Where do we want to be?

How do we get there?

How do we measure our progress?

Planning Process:

Step 1: Conduct an internal/external assessment (see highlights below from February Strategic Planning meeting).

Step 2: Define the agency mission and express the agency's principles.

Step 3: Articulate a vision for the agency.

Step 4: Establish agency goals and objectives for the agency as a whole based on consideration of needs of the Delta community and the Commission's staff and budget. Define the steps needed to implement the chosen direction.

Later Steps Could Include:

Step 5: Identify performance measures for the agency goals and objects and set performance targets.

Step 6: Communicate the agency mission, principles, goals and objectives to every level of the agency. Action plans are then developed to implement the agency strategic plan.

Step 7: Define program and subprogram missions and establish program and subprogram goals (based on internal/external assessment, including a consideration of resources needed for achievement) that are consistent with the agency mission, principle, and goals.

Step 8: Develop measurable program and subprogram objectives, build strategies, and identify resources necessary to implement strategies and accomplish objectives. Intermediate performance measures targets should be established for each object that represents incremental improvement.

Step 9: Develop a balanced set of significant performance measures for each program and subprogram goal and objectives and set performance targets.

Step 10: Feedback and roll up begin. Approved elements are incorporated in the appropriate portion of the program strategic plan.

Step 11: Put the agency, program and subprogram strategic plans into action and use a tracking and monitoring system to measure progress.

#### **Delta Protection Commission Strategic Planning Workshop/ February:**

First, the Commissioners highlighted:

- The need to be more assertive and proactive in its activities.
- A possible shift from role as planners to being advocates in implementing the Commission's Plan in order to achieve balance in Delta land uses.
- The need to be more powerful and influential.

Then, regarding implementation of the Commission's program, the Commissioners highlighted:

- Facilitating solutions.
- Development of a strategy for addressing external influences.
- Seek balance between the three Delta land uses.
- Enhance public information on Commission positions and actions and increase outreach.
- Develop more defined standards and policies, and use them in project evaluation.

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#### **DRAFT STRATEGIC PLAN:**

#### **MISSION STATEMENT:**

*The mission of the Commission is to guide the protection of the Delta's unique natural quality, cultural viability, economic vitality, and recreational opportunity through:*

- *protection, maintenance, and enhancement and restoration of the overall quality of the Delta environment including agriculture, wildlife habitat, and recreational activities;*
- *assure orderly balanced conservation and development of Delta land resources; and*
- *improve flood protection to ensure an increased level of public health and safety.*

#### **VISION STATEMENT:**

*The vision of the Delta Protection Commission is a region in which the essential land uses and unique natural qualities flourish in self-sustaining harmony.*

#### **AGENCY GOALS (Steps needed to implement the chosen direction):**

- Develop techniques to promote balance between the three Delta land uses:

*Step 1: Develop an inventory of existing Delta land uses, and changes in land use since January 1, 1993, including acquisition of land for future land use changes.*

*Step 2: Staff will prepare a composite map of existing and proposed land uses in the Primary Zone with information from the five Delta Counties and evaluate consistency with the vision of the Delta Protection Commission.*

*Step 3: Monitoring pending projects, prepare monthly memo for Commission and general public to document proposed changes to land use.*

*Step 4: Develop guidelines and tools for ensuring that balance between land uses in the Delta is maintained. Balance means that lands can be used for multiple uses, and that changes in use on one parcel do not adversely affect uses on adjacent or nearby parcels. Balance means that the goals of the Delta Protection Act are carried out in land use decisions in the Primary Zone.*

*Step 5: Amend the Commission's Plan to include new guidelines and tools and ensure that the local governments incorporate them into General Plans.*

- Facilitating solutions:

*Step 1: Staff will meet with the Planning Director of each local government at least once a year to discuss matters of mutual interest, such as upcoming changes in land uses, proposed amendments to the General Plan or zoning code, trends in land use, trends in acquisition, and proposed projects in Primary Zone or that would affect Primary Zone.*

*Step 2: Staff will brief staff of local government planning departments to ensure local government staff understands the responsibilities of the Delta Protection Commission.*

*Step 3: The Delta Protection Commission will meet and consult with State and federal agencies with properties and/or responsibilities within and adjacent to the Primary Zone of the Delta to ensure common understanding of the Commission's vision for the region.*

*Step 4: Staff will comment on proposed State and federal projects circulated through the State Clearinghouse to ensure that those Agencies understand the Commission's Land Use Plan, and its policies.*

*Step 5: Staff will promote the Commission's vision in State and federal planning programs to help shape the future land uses in the Primary Zone of the Delta and ensure harmony and consistency with the Commission's future vision.*

- Development of a strategy for addressing external influences.

*Step 1: Form a Legislative Subcommittee to monitor proposed legislation and budget proposals to ensure consistency with the Commission's Mission and Vision.*

*Step 2: Staff will comment on proposed CALFED funding program in the Delta area to ensure consistency with the Commission's Mission, Vision, and Plan.*

*Step 3: Coordinate with federal, State, local, and non-profit programs to develop priorities for acquisition of agricultural easements in the Primary Zone.*

*Step 4: Identify and develop solutions for Delta land use conflicts that need to be resolved prior to implementation of CALFED's Ecosystem Restoration Program Plan.*

*Step 5: Develop regional goals and tools evaluating development of recreation facilities and uses in the Delta.*

*Step 6: Coordinate with Reclamation Districts and the Reclamation Board to ensure that new development outside the Delta does not adversely impact the ability of Delta levees to provide appropriate levels of flood protection.*

- Enhance public information on Commission positions and actions and increase outreach.

*Step 1: The Delta Protection Commission will provide information about the on-going land use actions and decisions in the Primary Zone of the Delta to the citizens and landowners of the Primary Zone of the Delta to ensure understanding of policy decisions being considered in the region, and to allow the citizens and landowners access to the relevant local government decision-makers.*

*Step 2: Staff will attend local meetings to describe the Commission's mission and vision for the Primary Zone of the Delta, and educate the citizens and landowners about the appeal authority of the Commission.*

*Step 3: Staff will carry forward comments and ideas from citizens and landowners of the Primary Zone of the Delta to regional, State and federal planning processes to ensure those views are part of a larger decision-making process.*

*Step 4: Prepare and circulate press releases regarding Commission actions and positions taken on key issues, policies and programs.*

*Step 5: As required, prepare and circulate annual report to Governor, Legislature, and general public.*

*Step 6: Provide information on the Commission's web site for access by the general public.*

- Develop more defined standards and policies, and use them in project evaluation.

*Step 1: The Delta Protection Commission will process the policies in the Land Use and Resource Management Plan for the Primary Zone of the Delta as regulations to ensure that those policies have the effect of law in the appellate process designated to the Commission.*

*Step 2: In collaboration with Reclamation Districts, the Department of Water Resources, and CALFED Levee Program prepare a report on the status of Delta levees and any identified priority needs for levee maintenance or upgrades.*